

Bending without Breaking: Examining the Effects of Social Capital on Individual Resilience, Project Citizenship Behavior, and Project Performance

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ABSTRACT

Purpose: Author of the study investigated and described the concept of employee resilience and its impact on project performance within the telecom sector. Telecommunications has become one of Pakistan's most promising industries. Hence, author examined different organization-level variables like internal social capital and citizenship behavior in the context of the project, as currently there is little written on the subject.

Design/Methodology/Approach: The target population for this research was telecom organizations in Islamabad, Pakistan. The data was collected from employees engaged in various projects conducted in the organizations. Since respondents are required to report on their projects completed, only those employees that have completed at least one project with the organization were selected for participation. The unit of analysis was the individual project. Convenience sampling technique was used for collecting data.

Findings/Results: Author finds that there exists a positive relationship between project internal social capital and individual resilience. Project internal social capital has a direct positive effect on project performance. Individual resilience has a direct positive effect on project citizenship behaviour and project citizenship behavior also has a positive relationship with project performance. Further, when individual resilience and project citizenship behaviour are taken as mediator between project internal social capital and project performance, it partially mediates the relationship. When moderation is applied between project internal social capital and individual resilience it does not moderate the relation as predicted, this could be because of the reason that people sometimes are reluctant to show their help seeking behavior

Practical Implications: Project managers should use the project internal social capital due to their significant impact on project performance. The project managers should understand the importance of social capital within the teams and its positive impact on project performance.. Project managers can employ these assets, also known as project internal social capital, to help the project team members be more resilient. Or they can assist the members of their project team in effectively using the available resources to produce beneficial results. Author suggests that, in addition to making effective use of a project's internal social capital, project managers should also encourage their project team members to exhibit good citizenship, as by going above and beyond, a project team member can significantly enhance the project performance.

Originality/Value: This study integrates and extends the project internal social capital, resilience, organization citizenship, and project performance literature. This research answers the earlier calls for research on the effects of resilience on project management. The study reveals that a higher level of individual resilience has a direct positive effect on organization citizenship.

Keywords: *Project internal social capital, social resourcefulness, individual resilience, project citizenship behavior, project performance, persona resources, social resources*